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Research Product 84-18

**Manager's Summary for Guideline
for Designing Drill Training Packages**

**Presidio of Monterey Field Unit
Training Research Laboratory**

July 1984

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U. S. Army Research Institute for the Behavioral and Social Sciences

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19. KEY WORDS (Continue on reverse side if necessary and identify by block number) Soldier's manual task, Unit tactical training, Integrated training, Individual training, Drills. ←		
20. ABSTRACT (Continue on reverse side if necessary and identify by block number) The Manager's Summary provides an overview of the techniques and procedures to be followed in the development of the Drill Training Package (DTP) for com- bat arms small-unit integrated individual and collective training programs. The three phases of development are broken down into steps and the actions re- quired to accomplish these steps are covered in outline form. With the entry of scheduling dates, the marking off of steps accomplished and materials de- veloped, and the entry of other notes as appropriate, the Manager's (Continued)		

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**Manager's Summary for Guideline
for Designing Drill Training Packages**

Jack H. Hiller, G. David Hardy, and Larry L. Meliza

**Presidio of Monterey Field Unit
Jack H. Hiller**

**Training Research Laboratory
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**Office, Deputy Chief of Staff for Personnel
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Education and Training

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FOREWORD

In response to requests from the 7th Infantry Division, ARI began efforts in 1978 to identify ways of improving the training environment and to devise a system to integrate individual and collective training in units. Following initiatives in 1980 from Chief of Staff of the Army on the integration of individual and collective training and on the standardization of Army training, the President of the Army Training Board (ATB) at the U.S. Army Training and Doctrine Command (TRADOC) requested that ARI continue its research under ATB sponsorship to develop the drill training concept and to prepare a drill developer's guideline for ATB/TRADOC schools.

The research approach entailed, as a first step, the design and development of a partial set of representative Drills and accompanying training and training management materials; this work was closely coordinated with the Infantry School, ATB, and FORSCOM units, including 2d Infantry Division (Airborne), the 4th Infantry Division (Mechanized), the 7th Infantry Division, and the FORSCOM Commander. So enthusiastic was the response to the initial subset of Drills and Drill training materials that additional efforts were expended in the first step to prepare a complete Drill Training Package for dismounted infantry squads and fireteams. Field tryouts of the Drills by 2/31 Infantry, 1st Brigade, at Ford Ord, not only demonstrated the effectiveness of the Drills, but contributed to their refinement and to the revision of the guidelines for their development. The methods documented in the guidelines have been applied successfully to the subsequent development of Drill training objectives for Mechanized Infantry Squads and to the development of unique Drill Training and Evaluation Guidebooks (including Trainer's Guide Outlines and Evaluator's Checklists) for each of the three new battalions of the High Technology Light Brigade, 9th Infantry Division. Even beyond the use of the Guidelines by the Infantry and Armor Schools for preparation of other Drill Training Packages, the TRADOC Commander's recent directions to have all of the Schools prepare and publish small-unit drills attests to the importance and timeliness of this effort.

The research was part of a larger research program designed to improve tactical training in units. The entire program has been responsive to the requirements of RDTE Project 2Q263743A794, and the Army Training Board. The guidelines are published in Research Product 84-15, Guideline for Designing Drill Training Packages. The guidelines themselves and this summary of the guidelines are designed to assist TRADOC Centers and Schools in the development of individual Drill Training Packages.

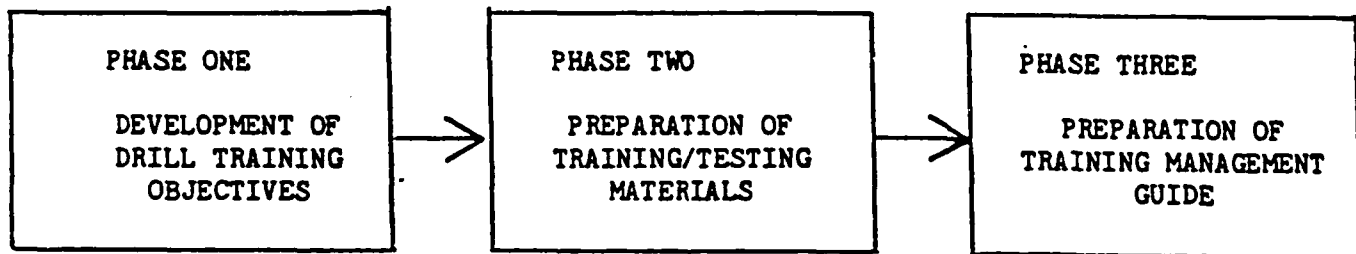


EDGAR M. JOHNSON
Technical Director

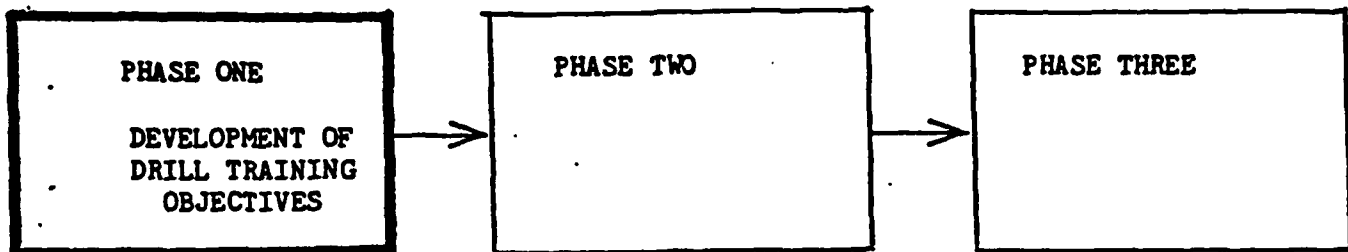
MANAGER'S SUMMARY FOR
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The purpose of this document is to provide an overview of the techniques and procedures to be followed in the development of the Drill Training Package (DTP).

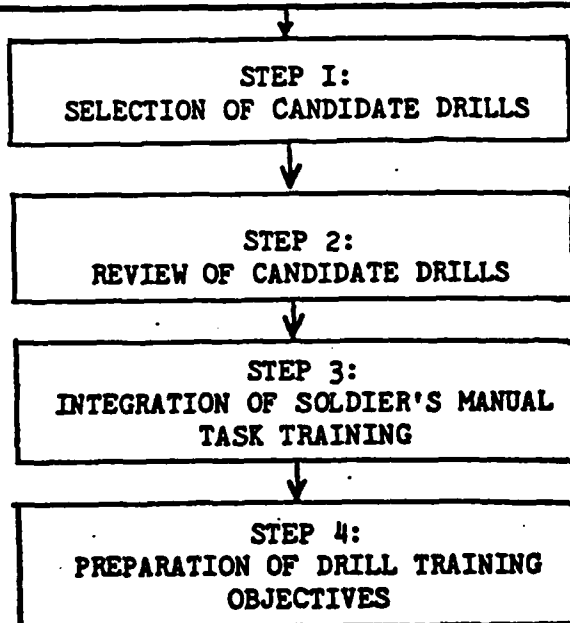
The DTP development is accomplished in three phases. In the first, the developer prepares detailed training objectives for a core set of Drills having broad application across the unit's missions and tasks. In the second, he prepares training and evaluation materials to support the preparation and conduct of training on the Drills. In the third, he develops a management guide to explain the Drill concept and to assist the supervisor to plan and schedule Drill training.

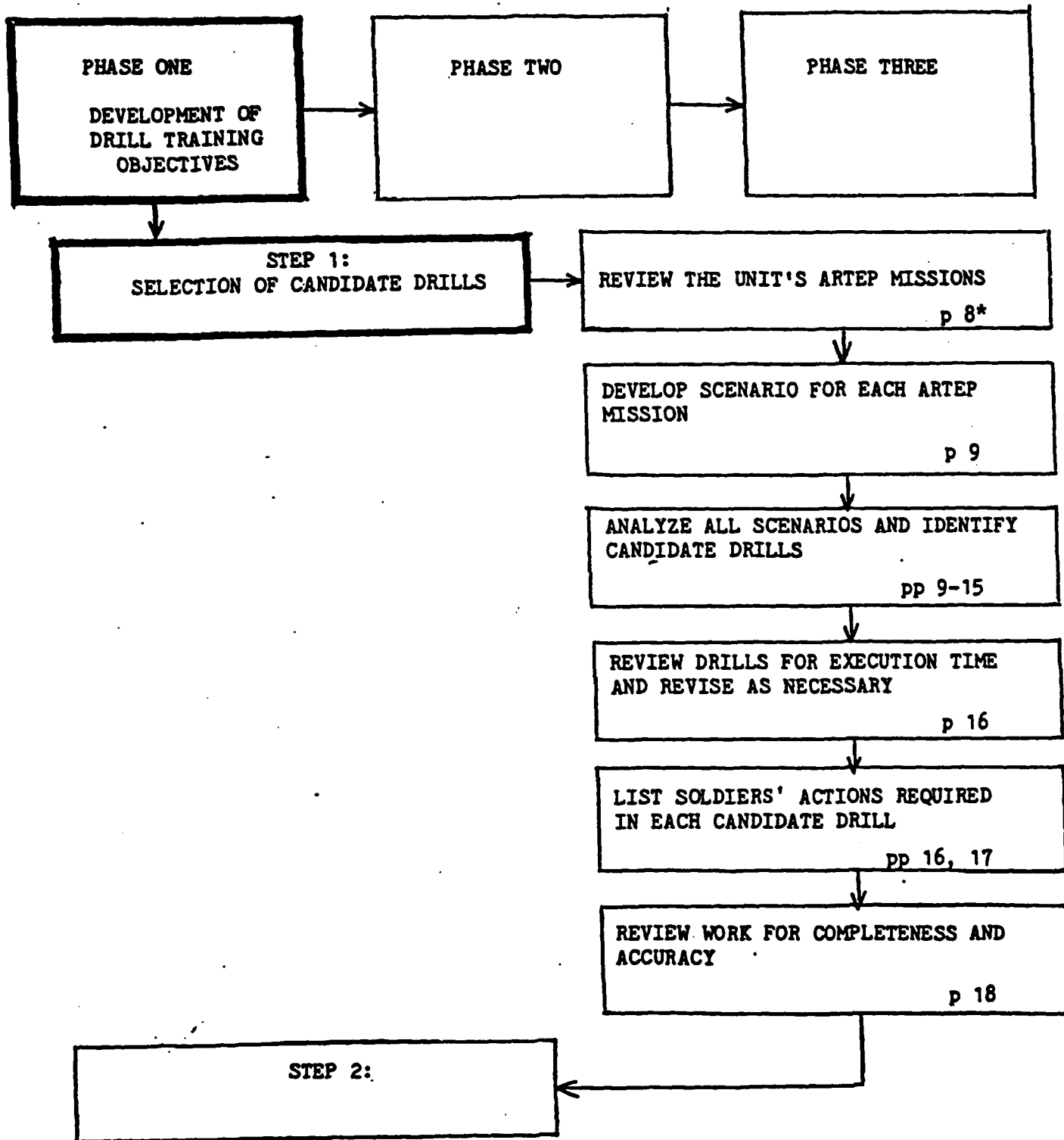


The steps in each of these phases and the actions required to accomplish these steps are covered in outline form. With the entry of scheduling dates, the marking-off of steps accomplished and materials developed, and the entry of other notes as appropriate, this summary can assist the DTP development manager to coordinate and monitor the project's progress.

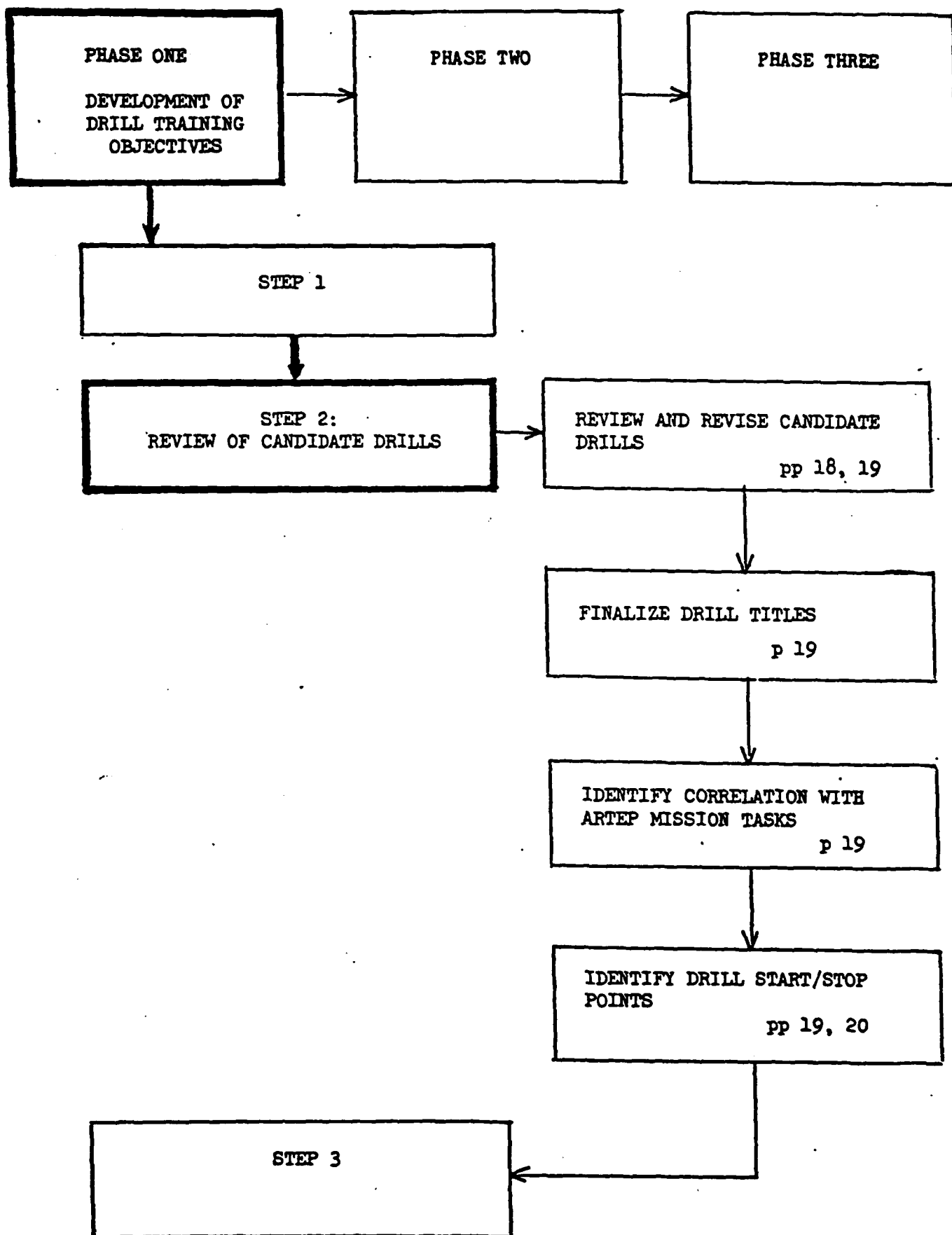


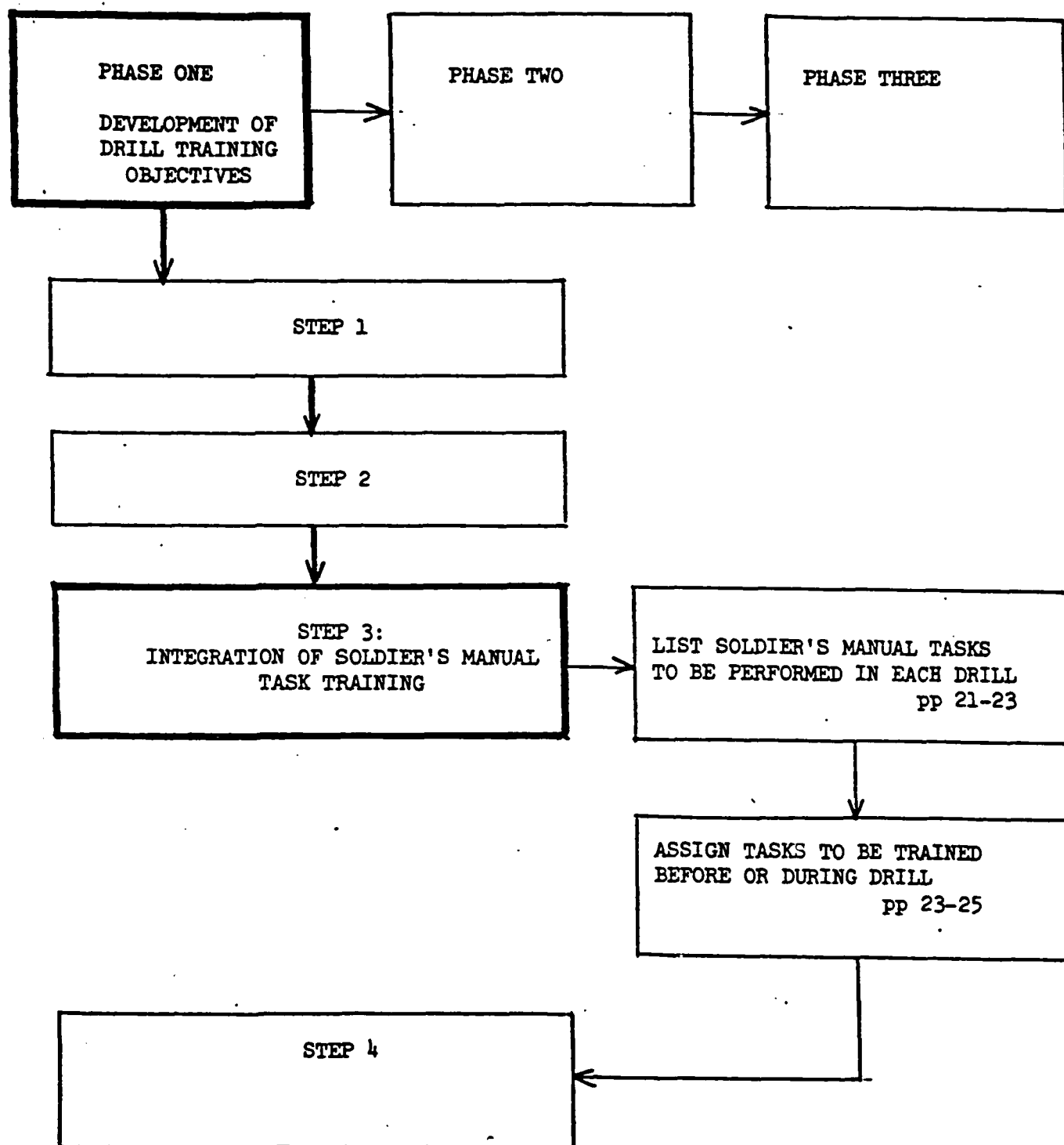
The development of Drill training objectives is a four-step process starting with the selection of "chunks of battle" that include drill-like actions (Candidate Drills) from the range of actions required in the ARTEP missions and tasks for which the unit is responsible. These candidates, once identified, are themselves reviewed to eliminate redundancy and to identify core Drills which apply, wherever possible, to two or more of the unit's ARTEP mission tasks. Individual training requirements associated with the collective actions in the Drills are analyzed, and finally, detailed training objectives stating task, conditions, and individual and collective performance standards are prepared for each drill.

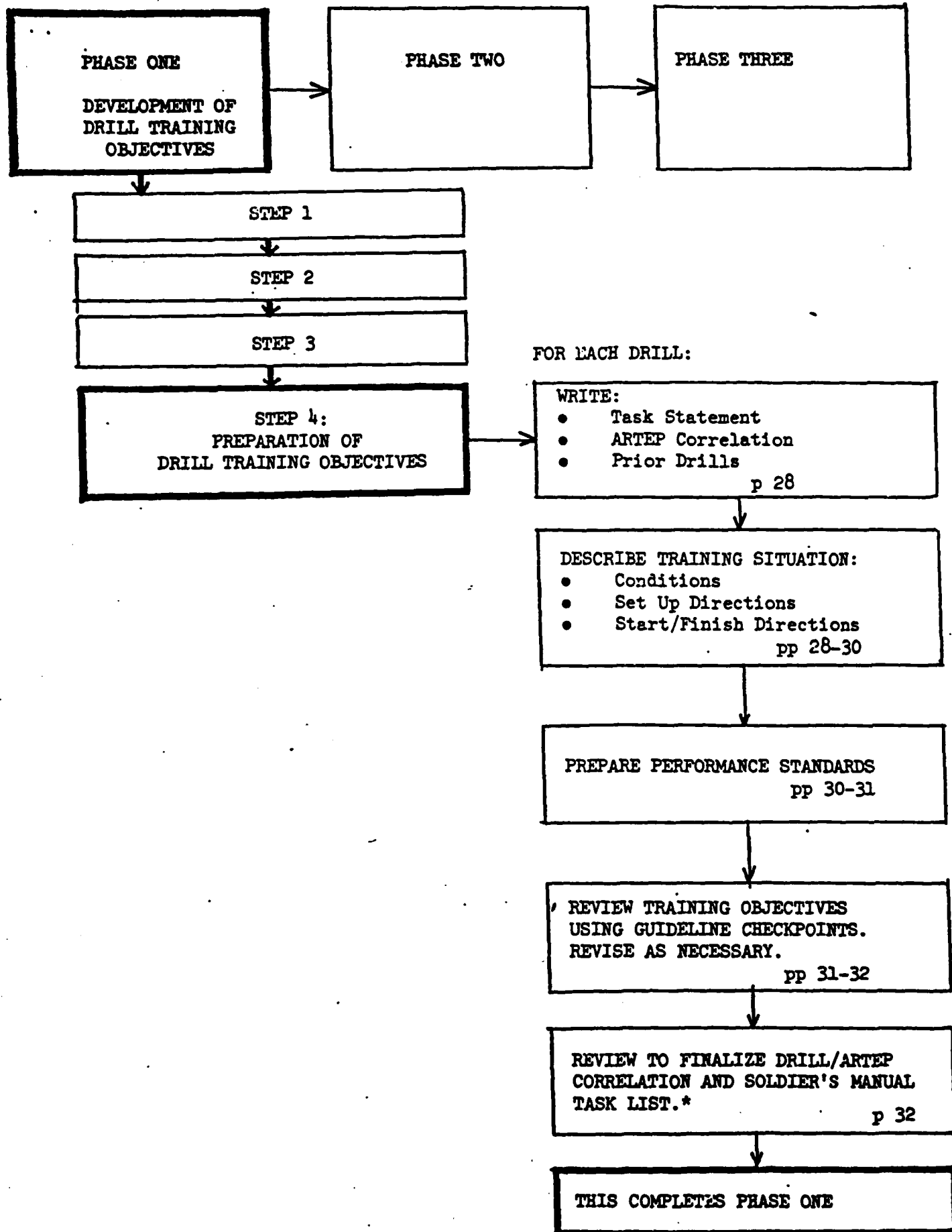




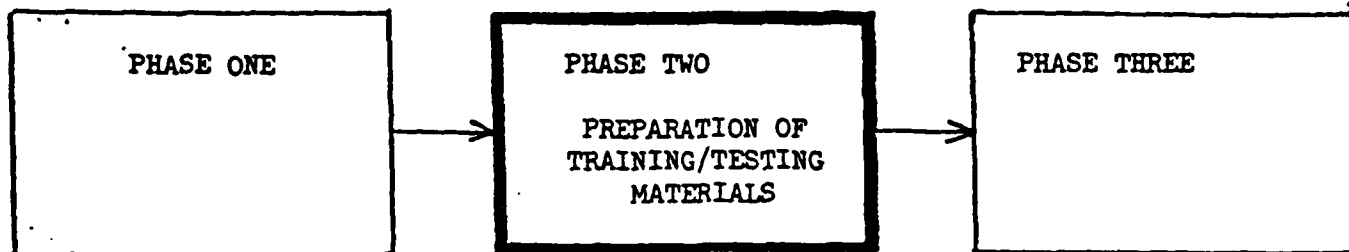
*NOTE: Page numbers in blocks and references to Appendices refer to text in Hiller, Hardy, & Meliza, Research Product 84-15, Guideline for Designing Drill Training Packages, July 84.







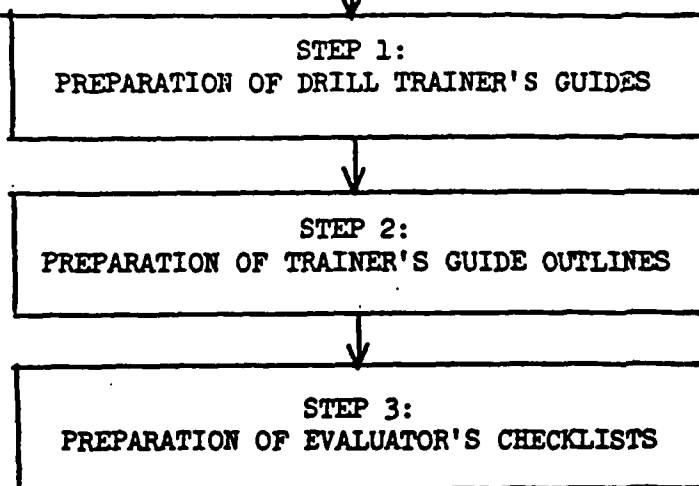
*From Steps 2 and 3.



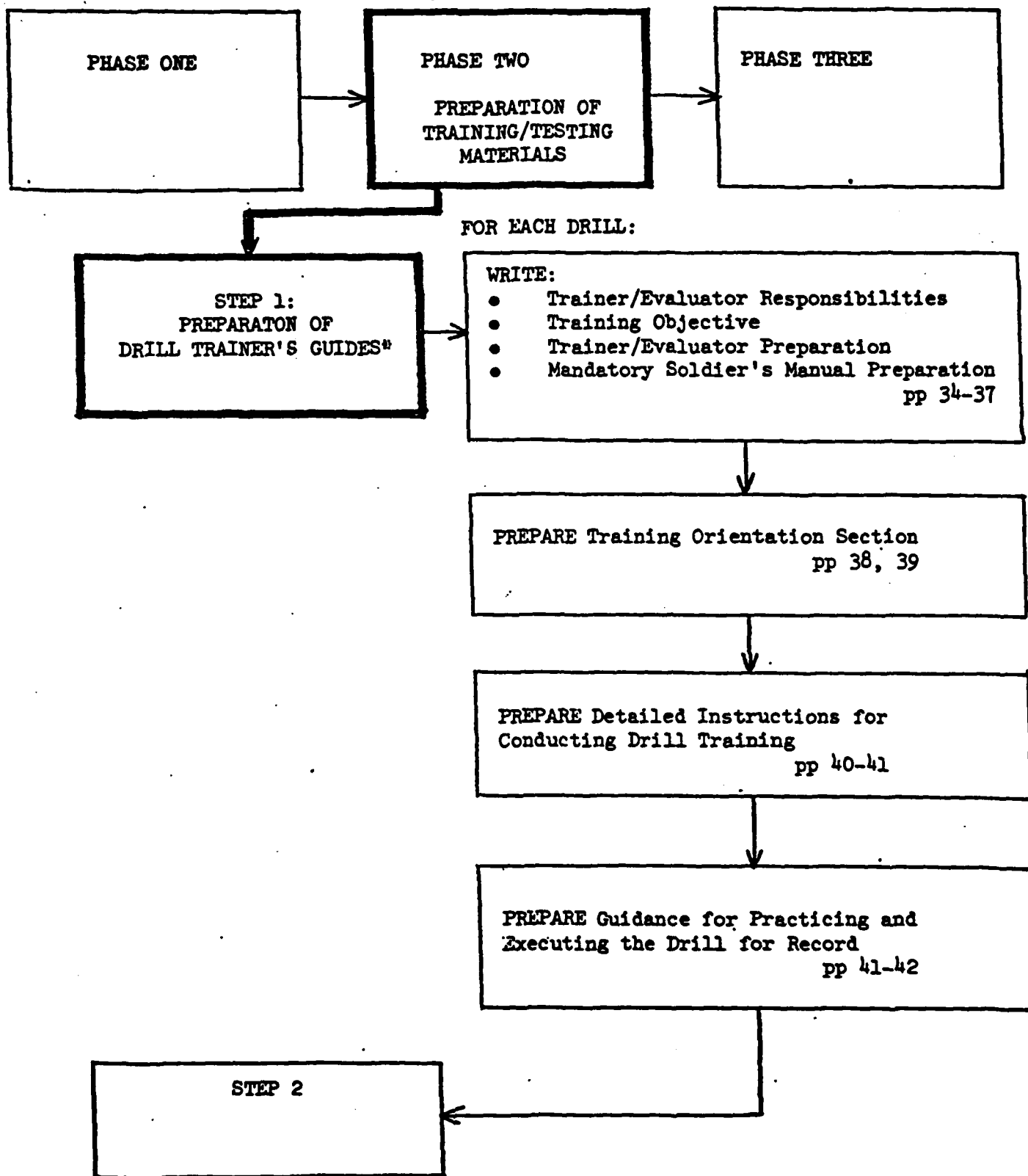
Materials that the Developer will prepare for each Drill to support the preparation and conduct of training include:

- Drill Trainer's Guides
- Drill Trainer's Guide Outlines
- Drill Evaluator's Checklists

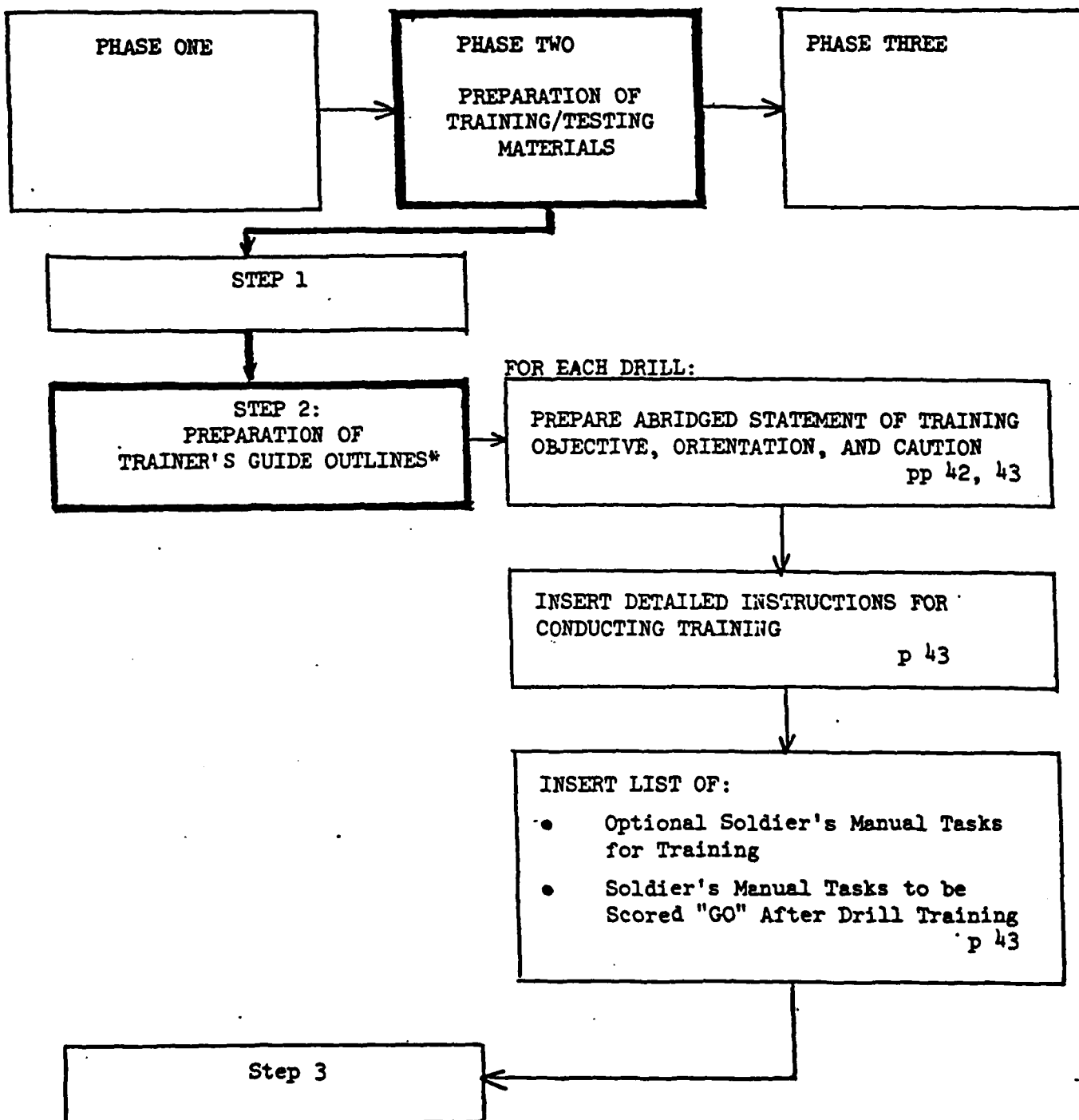
The development of these materials is based upon the training objectives and is a step-wise process beginning with the Trainer's Guides, or lesson plans, for the leader/trainer to use in garrison to plan and prepare for Drill training. Next, the developer prepares the Trainer's Guide Outlines for the trainer to use in the field, then the Evaluator's Checklists that the trainer's supervisor will use in evaluating the unit's performance in the field. The Trainer's Guide Outlines and Evaluator's Checklists are successive abridgments of the basic Trainer's Guides.*



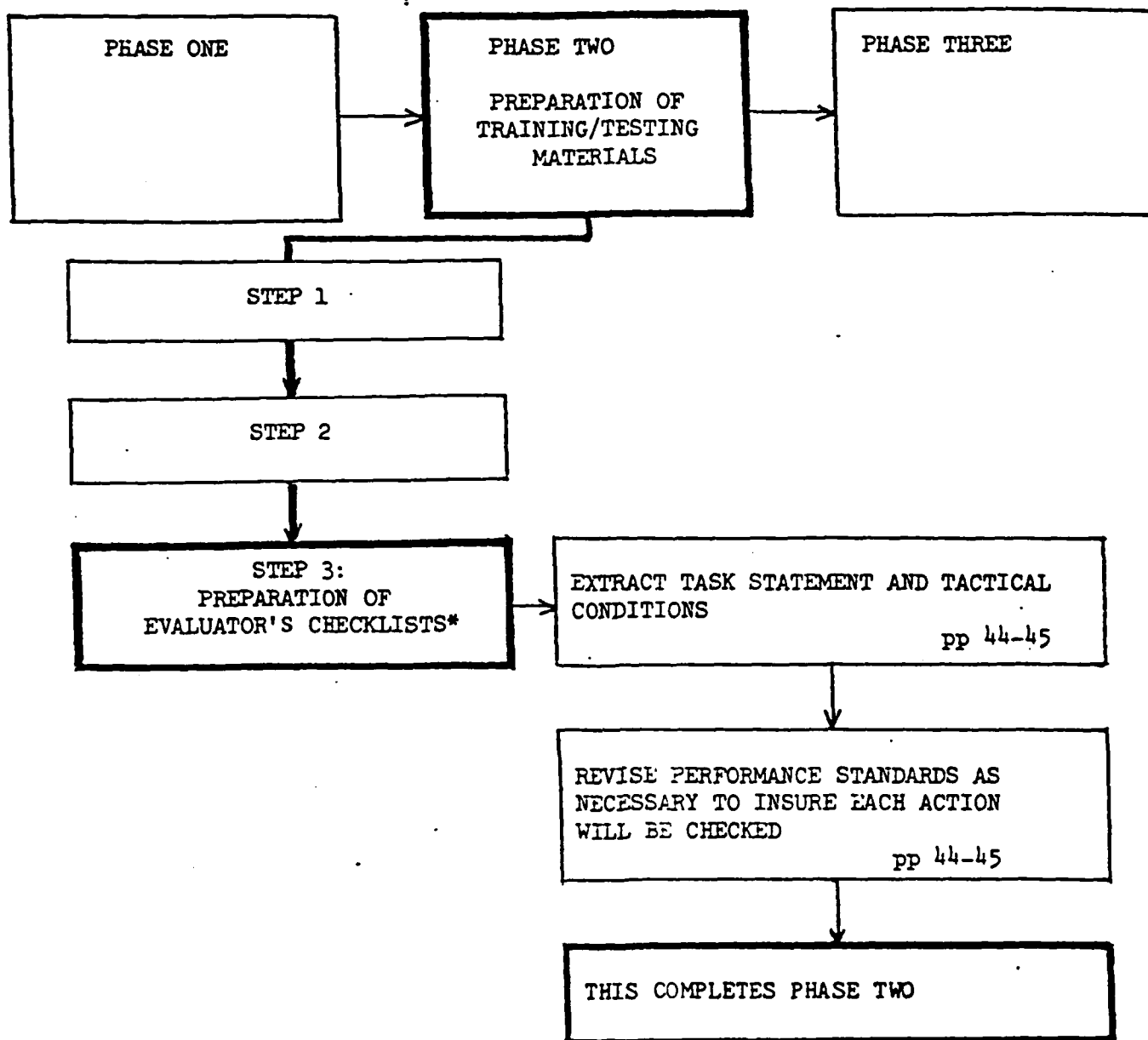
*In following through the steps, it will be helpful to refer to a sample of each document.



* See sample at Appendix C.



*See sample at Appendix D.



*See sample on page 45, RP 84-15.

PHASE ONE

PHASE TWO

PHASE THREE

PREPARATION OF
TRAINING MANAGEMENT
GUIDE

The Developer must prepare one Drill Training Management Guide* to cover the planning, preparation, and execution of all of the Drills in the Drill Training Package. The Training Management Guide serves to:

- explain the Drill training concept and its benefits,
- describe the Drill training materials and how to use them, and
- provide information in convenient form that can help the leader and his supervisor to plan and schedule Drill training.

The steps in the preparation of the Training Management Guide involve the adaptation of "boiler-plate" materials from the sample Training Management Guide, and the development and insertion of materials specific to the Drill Training Package under development, using the materials prepared in Phases One and Two. This step provides the opportunity for a final review of various sections in the Trainer's Guide and Trainer's Guide Outlines as information is extracted for inclusion in summary tables.

STEP 1:

REVIEW/ADAPTATION OF TEXT FROM
SAMPLE TRAINING MANAGEMENT GUIDE

STEP 2:

PREPARATION OF TABLES SPECIFIC TO
DRILL TRAINING PACKAGE, INCLUDING:

- ARTEP Missions/Tasks Supported by Drills
- Drill Training Roadmap(s)
- Resource Requirements
- Soldier's Manual Tasks
 - Drill Prerequisites
 - Optional for Training
 - Scored Go on Completion of Drill Training

THIS COMPLETES PHASE THREE

*See sample at Appendix E.